

**Commonwealth of Virginia  
Balanced Scorecard Decision Criteria  
for  
Proposed Information Technology Investments**

<b>Perspective</b>	<b>Score</b>	<b>Evaluation Source</b>
<b><u>Stakeholder</u></b>		
1. To what degree does the proposed investment result in significant tangible and intangible benefits for stakeholders?	G = significant tangible and intangible benefits identified and justification provided Y = tangible and intangible benefits identified and no justification provided R = no benefits identified	<b>Proposal</b> – F. Financial Estimate, 1. Cost Benefit Analysis Summary
2. To what degree does the proposed investment target stakeholders that have been chronically underserved by information technology investments?	G = underserved stakeholders identified and justification provided Y= underserved stakeholders identified and no justification provided or stakeholders adequately served at the present R=stakeholders are adequately served with existing assets now and over the proposed investment's life	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope
3. To what degree does the proposed investment increase public protection, health, education, environment, or safety?	G = does increase and justification provided Y = increase identified and no justification provided or does not increase R = decreases	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact - F. Financial Estimate, 1. Cost Benefit Analysis Summary  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope

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4. To what degree does the proposed investment anticipate improvements to internal and external customer service delivery (e.g., faster response, greater access to information, elimination or reduction in client complaints)?	G = anticipated improvement identified and justification provided Y = anticipated improvement identified and no justification provided or maintains current internal and external service delivery R = decreases internal and external service delivery	<b>Proposal</b> – B. Project Purpose, 3. Core Business Activity Impact - F. Financial Estimate, 1. Cost Benefit Analysis Summary  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope
5. To what degree does the proposed investment increase citizen access to government services?	G = increases access Y = does not increase access R = decreases access	<b>IT Strategic Plan</b> – Project links to Related Commonwealth Technology Initiatives & Strategies (Enterprise Business Strategies)  <b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact - F. Financial Estimate, 1. Cost Benefit Analysis Summary  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope
<b><u>Business Process</u></b>		
6. To what degree does the proposed investment result in information sharing between organizational units throughout the proponent agency?	G = results in information sharing Y = does not result in information sharing R = decreases information sharing	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact - F. Financial Estimate, 1. Cost Benefit Analysis Summary  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope

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7. To what degree does the proposed investment anticipate greater flexibility in agency responses to stakeholder requests, reduction, or elimination of paperwork or manual tasks?	G = anticipates greater flexibility Y = does not anticipate greater flexibility R = decreases flexibility	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact - F. Financial Estimate, 1. Cost Benefit Analysis Summary  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope
8. To what degree does the proposed investment anticipate improved use of resources, improved turnaround time, or expanded capacity of key processes?	G = anticipated improvement identified and justification provided Y = anticipated improvement identified and no justification provided or does not anticipate improvement R = degrades use of resources, turnaround time or capacity of key processes	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact - F. Financial Estimate, 1. Cost Benefit Analysis Summary  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope
9. To what degree does the proposed investment support legal or regulatory requirements?	G = does support NA = not applicable	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope
10. To what degree does the proposed investment synchronize with mission needs, agency critical issues, and core business activities?	G = highly synchronized (directly supports mission, critical issue, or core business activity) Y = minimally synchronized (indirectly supports mission or core business activity, but not identified as an agency critical issue) R = not synchronized	<b>Proposal</b> – D. Strategic Justification – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact  <b>Project Charter</b> – C. Project Purpose, 1. Business Problem, 2. Project Business Objectives

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<p>11. To what degree does the proponent agency possess demonstrated readiness and capacity to succeed with information technology investments of this magnitude and scope?</p>	<p>G = does possess demonstrated readiness and capacity Y = readiness and capacity indicated, but not demonstrated R = readiness and capacity not demonstrated or indicated</p>	<p><b>IT Strategic Plan</b> – ITIM Practices – Project Selection Criteria, Business Case Development, Risk Assessment Methodologies, Prioritization Schema</p> <p><b>Proposal</b> - Overall Quality of the Project Proposal</p> <p><b>Commonwealth Major IT Project Status Report Dashboard</b> - Assessment of other agency projects on the Major IT Projects Dashboard</p> <p><b>Project Charter</b> – F. Project Authority, 1. Authorization, 2. Project Manager, 3. Oversight - G. Project Organization, 1. Project Organization Chart, 2. Organization Description, 3. Roles and Responsibilities - H. Resources - I. Signatures</p> <p><b>Project Manager Qualification Record</b></p>
<p><b><u>Project Management</u></b></p>		
<p>12. To what degree does the proposed investment present a sound business case?</p>	<p>G = does present sound business case Y = presents marginal business case R = does not present sound business case</p>	<p><b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact - C. Project Description - D. Strategic Justification - F. Financial Estimate, 1. Cost Benefit Analysis Summary</p> <p><b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope</p>

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		- H. Resources
13. To what degree does the project proposal or charter adequately establish project scope, cost, and schedule baselines?	G = adequate Y = marginal (needs refinement prior to establishing baselines) R = inadequate	<b>Proposal</b> – E. Estimated Project Development Schedule (Major Milestones) F. Financial Estimate, 2. Estimate of Execution Expenditures and Funding, 3. Estimate of Operations Expenditures and Funding  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope
14. To what degree does the proposed investment have executive-level sponsorship, including the appropriate cabinet secretary?	G = has executive sponsorship R = does not have executive sponsorship	<b>Project Charter</b> – F. Project Authority, 1. Authorization - I. Signatures
15. To what degree does the project charter define an effective project management organization?	G = well defined Y = indicated, but not specifically defined R = not defined	<b>Project Charter</b> – F. Project Authorization, 1. Authorization, 2. Project Manager, 3. Oversight - G. Project Organization, 1. Project Organization Chart, 2. Organization Description, 3. Roles and Responsibilities - H. Resources - I. Signatures
16. To what degree is adequate and sustained funding insured for the duration of the proposed investment?	G = funding is adequate and sustained for the duration of the proposed investment R = funding is not adequate or sustained for the duration of the proposed investment	<b>Proposal</b> – F. Financial Estimate, 2. Estimate of Execution Expenditures and Funding, 3. Estimate of Operations Expenditures and Funding  <b>Project Charter</b> - H. Resources - I. Signatures
<b><u>Financial and Economic</u></b>		
17. To what degree will the proposed investment result in a positive return on investment?	G = return on investment based on tangible benefits is positive or the investment is mandated by federal	<b>Proposal</b> – F. Financial Estimate, 1. Cost Benefit Analysis Summary

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<p>Note: The investment, itself, must be mandated by federal or state statute not the program or process. For example, the statute must state something to the effect “requires the implementation of an automated process or system.”</p>	<p>or state statute Y = return on investment based on tangible benefits is negative and business case <i>does justify</i> a positive return when intangible benefits are included R = return on investment based on tangible benefits is negative and business case <i>does not justify</i> a positive return when intangible benefits are included</p>	<p><b>Project Charter</b> – H. Resources</p>
<p>18. To what degree does the proposed investment target business areas that have been chronically underserved in the past by the lack of investments in information technology?</p>	<p>G = underserved business areas identified and justification provided Y = underserved business areas identified and no justification provided or business areas adequately served at present R = business areas are adequately served with existing assets at present and over the proposed investment’s life</p>	<p><b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact</p> <p><b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope</p>
<p>19. To what degree does the proposed investment leverage funding from the federal government or from the private sector?</p>	<p>G = federal or private money is greater than or equal to 80% of the project cost Y = federal or private money is greater than or equal to 20% but less than 80%</p>	<p><b>Proposal</b> – F. Financial Estimate, 2. Estimate of Execution Expenditures and Funding, 3. Estimate of Operations Expenditures and Funding</p> <p><b>Project Charter</b> – H. Resources</p>
<p>20. To what degree does the proposed investment lead to increased economic development within the state?</p>	<p>G = increased economic development identified and justification provided</p>	<p><b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact</p>

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	Y = increased economic development identified and no justification provided or does not lead to increased economic development	<b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope
<b><u>Enterprise (Commonwealth) Portfolio</u></b>		
21. To what degree does the proposed investment move the Commonwealth toward an enterprise business model with business partners and stakeholders?	G = moves Commonwealth toward an enterprise business model Y = specific investment does not impact the Commonwealth enterprise business model R = impedes the Commonwealth's movement toward an enterprise business model	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact - D. Strategic Justification, 2. (description of EA Compliance)  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope - F. Project Authority, 3. Oversight - G. Project Organization, 1. Project Organization Chart, 2. Organization Description, 3. Roles and Responsibilities - I. Signatures (Other Stakeholders)  <b>Enterprise Architecture Review</b>
22. To what degree does the proposed investment serve multiple agencies through functional and process integration and improved data sharing?	G = serves multiple agencies through functional and process integration and improved data sharing Y = specific investment has no potential to serve multiple agencies R = potential to serve multiple	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope - F. Project Authority, 3. Oversight - G. Project Organization, 1. Project Organization Chart, 2. Organization

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	agencies, but this service is not defined within the scope of the investment	Description, 3. Roles and Responsibilities - I. Signatures (Other Stakeholders)
23. To what degree does the proposed investment support the enterprise goals of consolidation of infrastructure, security, and administrative systems?	G = supports enterprise goals of consolidation Y = specific investment does not impact consolidation R = impedes the enterprise goals of consolidation	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope  <b>Enterprise Architecture Review</b>
24. To what degree does the proposed investment help balance the amount of aggregated risk in the Commonwealth portfolio?	G = helps balance the aggregated risk in the portfolio Y = minimal impact on balance R = causes imbalance	<b>Proposal</b> – G. Project Risk (and detailed Risk Assessment if submitted)  <b>Commonwealth IT Asset and Project Portfolio</b>
25. To what degree does the proposed investment support the Commonwealth Enterprise Architecture?	G = moves Commonwealth toward the “to be” Enterprise Architecture Y = compliant with Enterprise Architecture, but no movement towards the “to be” Enterprise Architecture or specific investment does not impact the Enterprise Architecture R = not compliant with Enterprise Architecture or impedes the Commonwealth’s movement toward the “to be” Enterprise Architecture	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact - D. Strategic Justification, 2. (Description of EA Compliance)  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope  <b>Enterprise Architecture Review</b>
26. To what degree does the proposed investment maintain the desired portfolio balance between long-and-short term information technology investments?	G = maintains the desired portfolio balance between long- and short-term investments Y = minimal impact on the desired	<b>Proposal</b> – B. Project Purpose, 1. Business Problem, 2. Project Business Objectives, 3. Core Business Activity Impact – F. Financial Estimate, 1. Cost Benefit Analysis Sum-



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	balance R = disrupts the desired portfolio balance between long- and short- term investments	mary, 2. Estimate of Execution Expenditures and Fund- ing, 3. Estimate of Operations Expenditures and Funding  <b>Project Charter</b> – E. Project Description, Scope, and Management Milestones, 1. Project Description, 2. Scope  <b>Commonwealth IT Asset and Project Portfolio</b>